

treated. To the reader who is familiar with the wealth of concrete material possessed by Mr. Cherington it will seem lamentable that such a paucity of it is dispensed in the book. The chapter on the assumption of risks, for example, consists almost entirely of a statement that insurance is a functionalized assumption of risks and of a somewhat longish, and rather ordinary illustration of hedging. Some will feel, too, a disappointment that Cherington has not written about more matters, even if he limited his discussion of each one. There will be many who will want to know, for instance, what Cherington thinks about credit control, advertising, direct selling, research, and forecasting in connection with risk reduction, and why he limits his chapter on "financing mercantile transactions" to such "Class A" commodities as cotton, wheat, and eggs. This limited treatment of financing stands out the more sharply because the author has in other sections dealt almost exclusively with "Class C" goods, and because of the need for statements regarding working capital in marketing processes.

The last four or five chapters in the volume abandon the discussion of functions, and deal more or less generally with broad matters, such as "sales under brand," "the elimination of distributors," and "the cost of distribution." In these chapters the book is suggestive and stimulating, implying clearly that it is trying to tell the truth, but making no effort to tell all of it. The compromise is gratifying.

On the whole the book is one in which teachers and advanced students of marketing will find considerable material of use, and more of suggestion. The book does not say enough for elementary students, and advanced students should already know most of the things that are said. "Cherington on Marketing," however, is well worth reading.

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*Community Organization.* By JOSEPH KINMONT HART. New York: Macmillan, 1920. Pp. 230.

This is the first volume published in Dr. Devine's "Social Welfare Library" series. "It is the outgrowth of ten years of work in educational and social lines in Western States, together with six months' experience in the War Camp Community Service." The first six chapters of the book are devoted to a consideration of the "backgrounds of institution and attitude which condition the development of a community program." In these chapters the author discusses the need of

conscious direction of general community welfare. He maintains that our scientific knowledge is far in advance of social practice, and what is most needed at present is a fundamental change in social attitudes. The particularistic programs and the traditional attitudes of our various community groups, such as the church, school, state, labor union, and organized industry, are condemned as obstructions to progressive community development.

The remainder of the book deals with the essential phases of community deliberation, action, and leadership. Definite community programs are purposely omitted from consideration, the author believing that the program must be the outcome of the particular needs of the community concerned, and, therefore, cannot be prescribed in advance by an outsider. Mr. Hart opposes the principle of representation advanced by the Community Council Movement, namely, that of having the community council composed of representatives of the various community groups. On the contrary he suggests that the deliberative council should be composed of persons representing "vital functions" of community life, men and women chosen for their knowledge of the functions which they represent, rather than for their special group qualifications.

Mr. Hart approaches his subject from a psychological and philosophical point of view. "The community is not a definite and concrete group which all may see and immediately apprehend. It is rather an informing concept, a social ideal. Hence it exists at present mainly in the social imagination of individuals" (p. 17). Nothing is gained by giving such an idealistic interpretation to the concept community. Better to study the organic nature of those locality groupings of population which are commonly called communities, e.g., villages, towns, cities. It is unfortunate that the author has not seen fit to incorporate in his book definite examples of community policy and reaction which his experience as community organizer must have afforded him.

The chief value of such a book as this is the stimulus which it affords to more comprehensive thinking along social welfare lines. It is not a handbook in social technique, nor is it a contribution to scientific knowledge of community structure and forces. It is the type of book which tells what *should*, *ought*, and *must* be done, rather than the type which tells what *is* and what may be achieved by following specific policies in definite situations.

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